



High Performance Development Model (HPDM) February 2005

Anonymous. Working with line managers. Canadian HR Reporter Jan 31, 2005; 18 (2):7.

Canadian HR Reporter asked HR executives about how their departments develop relationships with line managers that pave the way for corporate success. William Pallett, senior vice president, people and quality, Delta Hotels, said that On the whole, he says, relations between managers and HR are positive, only because HR has gone to great lengths to keep demands upon managers to a minimum and to ensure that managers are involved with new HR initiatives. For close to 50 years, Midwest Surveys, a 100-per-cent employee-owned company, functioned without a human resource department. Line managers, who are mostly office managers, handled their own recruitment and sorted out employee issues themselves. Despite the newness of HR initiatives such as performance review, Brent Gordon, human resources manager, sees people buying into the value of HR.

Bantz C, Dewine S, Shockley-Zalabak P. Practicing what we preach: Communication theories in higher education administration. Management Communication Quarterly : McQ Feb 2005; 18 (3):407.

Three experts in higher education administration discuss communication theories and strategies that inform their administrative styles. Pamela Shocklev-Zalabak, of the University of Colorado at Colorado Springs, actually consciously thinks about the notion of strategic ambiguity. According to Charles Bantz, of Indiana University-Purdue University Indianapolis, he usually uses his own approach in terms of organizational culture. Sue Dewine, of Marietta College, says that if you are going to move forward you may have to leave some people behind. Understanding conflict management styles and appreciating that everyone has different styles is critical.

Bondarouk T, Sikkel K. Explaining IT implementation through group learning. Information Resources Management Journal Jan-Mar 2005; 18 (1):42.

Implementation of an information technology (IT) system in an organization takes a certain amount of time. System usage becomes stable when users have appropriated the system and new work practices have been established. We propose a concept of group learning as a framework to highlight relevant aspects of such a process. A longitudinal case study with two opposite research results has provided a preliminary validation of the proposed model. A human resource information system (HRIS) was introduced in a hospital in two different settings. With one user group it was

successfully implemented, and it failed in the other group. Analysis of the qualitative data shows a marked difference in the group learning processes between the two groups, which significantly contribute to the differences in success. These results confirm our assumption about the importance of learning processes in groupware implementation. [PUBLICATION ABSTRACT]

Brewer PC, Davis S, Albright T. Building a successful Balanced Scorecard program. *Cost Management* Jan/Feb 2005; 19 (1): 28.

With the emergence of the Balanced Scorecard as a means for improving employee and organizational performance comes the need for guidance in how to properly design and implement a BSC. An intuitive and easy-to-follow 11-step process that links an organization's strategy to its BSC is offered. The first seven steps of the model must be completed before an organization selects a BSC measure, thereby requiring an organization to crystallize its strategic vision into a process-oriented business model that is linked together through if-then hypothesis statements. The approach encourages participation by all members of an organization and addresses the softer issues associated with people management. Management should involve employees at every level in the answering of key questions that arise in the development process.

Clegg CW, Chu C, Smithson S et al. Sociotechnical study of e-business: Grappling with an octopus. *Journal of Electronic Commerce in Organizations* Jan-Mar 2005; 3 (1):53.

This paper reports on a study that investigated the status and anticipated development of e-Business activity. A prime aim of the study was to increase understanding of the human and organizational issues that arise with e-Business, and the extent to which these are currently addressed. An expert panel method was used, which involved interviewing 70 leading practitioners of, and experts in, e-Business in the UK. The findings identify the distinguishing novel features of e-Business, highlight the key issues it raises, and provide evidence of current uptake and impacts. The findings include ideas on good practice. The study emphasizes the importance of taking a holistic, sociotechnical view of the complex set of interrelated changes involved in e-Business. [PUBLICATION ABSTRACT]

Colman R. Women in the boardroom. *CMA Management* Dec 2004/Jan 2005; 78 (8): 38.

Four women who serve on boards of directors are profiled. Throughout her career as an assistant professor and assistant dean at the University of Saskatchewan's College of Commerce, Alison Renny, CMA, has distinguished herself not only as a teacher but also as a business leader. She continues to work as a consultant today, while also serving on the board of directors of SaskTel, as vice-chair of the board and chair of the audit committee. Laura Talbot-Allan, CMA, FCMA, has had a distinguished career in both the private and public sector. Talbot-Allan has served on a variety of boards, supporting a variety of causes. Currently, she is on the board of Communitech, the high tech association advocating to keep the region competitive - interacting with government and making sure the high tech community is properly considered in relevant discussions.

Gamauf M. Headwork skills, leadership drills. Business & Commercial Aviation Jan 2005; 96 (1):50.

To be a complete and effective maintenance manager, you need to be knowledgeable about hardware, but also a master of the soft skills like communication, encouragement, critique or, in a word, leadership. Two recent courses were quite different in focus and presentation, but both were impressive in their breadth, depth and effectiveness. Principles of Troubleshooting from FlightSafety International will help your technicians improve their ability to quickly and accurately identify and resolve faults, thereby reducing unscheduled maintenance costs and downtime. Meanwhile, Aviation Interpersonal Maintenance Management by Global Jet Services is a leadership and management development course focused directly at the maintenance technician who aspires for higher rank within a maintenance organization.

Hall L. Why the gimmicks don't work. Occupational Health Jan 2005: 13.

Holliday K. Helping them thine. Community Banker Jan 2005; 14 (1):20.
When Melissa Riccardo finished high school 19 years ago, she thought she had said goodbye to school forever. Many who think that their schooling has stopped once they join the ranks of a bank have found that they have another thing coming: a never-ending stream of education. For Riccardo, that stream surged into a river when she enrolled in America's Community Bankers' National School of Banking, a graduate-level program that prepares people to step up from a functional role to a senior management position. ACB's banking school consists of three on-campus sessions, supplemented by written assignments done back at the bank. Riccardo acknowledged that going back to school wasn't easy. She turned down the opportunity twice before agreeing to enroll in the two-year program. Training and continuing education take on a variety of shapes and sizes. In addition to graduate banking programs, like the one Riccardo attended, there are courses that cater to bankers at all levels. To help employees keep their skills sharp, many financial institutions pay part or all of the tab for banking institute programs, online learning, seminars, college courses, and even masters degree programs.

Ibarra P. Succession planning: An idea whose time has come. PM. Public Management Jan/Feb 2005; 87 (1):18.

By the year 2010, the US will have 10 million more jobs than skilled workers to fill them.

Along with the upcoming "brain drain" of a large number of retiring employees in upper and middle managers in the federal government, this projection demonstrates the urgency with which local governments must begin to systematically replace talent, as a way of sustaining the performance of their organization. The most popular and effective approach is succession planning, which contributes to an organization's continued survival and success by ensuring that replacements have been prepared to fill key vacancies on short notice, that individuals have been groomed to assume greater responsibility, and that they have been prepared to increase their proficiency in their work. Here, Ibarra discusses how to implement succession planning in local government units.

Kaufman B. En route to executive retention. Association Management Jan 2005; 57 (1):42.

Kontoghiorghes C. Key organizational and HR factors for rapid technology assimilation. Organization Development Journal Spring 2005; 23 (1):26.

Pelz-Sharpe A, Harris-Jones C. Knowledge management-past and future. *KM World* Jan 2005; 14 (1):8.

My colleague Eric Woods wrote in *KMWorld* a year ago that "many writers would like to see next-generation KM move away from technology issues," and that remains true today. However, Eric rightly stated that it is a naive stance to take. With all the changes underway in the workplace and the market, KM cannot afford outside of some academic activity to assume that attitude, because it is not the force behind its own existence.

Randolph DS, Johnson SP. Predicting the effect of extrinsic and intrinsic job satisfaction factors on recruitment and retention of rehabilitation professionals. *Journal of Healthcare Management* Jan/Feb 2005; 50 (1):49.

This article discusses the results of a survey conducted on practicing occupational therapists, physical therapists, and speech-language pathologists regarding factors that contribute to career satisfaction and desire to stay on the job. Five hundred surveys were mailed to each profession; 463 were returned, of which 328 were able to be analyzed. Results from regression analysis showed that intrinsic factors such as professional growth and having a work environment in line with personal values are more significant in predicting career satisfaction than are extrinsic factors such as pay and continuing education. These same intrinsic factors are also significant in predicting the rehabilitation professional's desire to stay on the job. These findings are significant to healthcare managers desiring to recruit and retain qualified occupational therapists, physical therapists, and speech-language pathologists. In addition to extrinsic benefits such as pay, healthcare managers need to focus on provision of intrinsic factors such as opportunities for professional growth, recognition of accomplishments, and opportunities for departmental input to motivate rehabilitation professionals.

Reilly ET. Learning from The Apprentice: Opportunities for performance improvement. *Employment Relations Today* Winter 2005; 31 (4):15.

In its second season, NBC's reality TV show *The Apprentice*, built around competition for a corner office in the Trump Organization, continues to captivate audiences. Each episode is filled with personality clashes, fierce competition, and ambition-fueled intrigue. In the real world, managers are rarely fired after one transgression. In the world of reality television, even losing can open up opportunities that might not otherwise be available. But in real life, being fired, no matter by whom or how, can derail a young person with potential. Even the most charismatic and successful of leaders and managers can benefit from further development.

Shewchuk RM, O'Connor SJ, Fine DJ et al. Building an understanding of the competencies needed for health administration practice. *Journal of Healthcare Management* Jan/Feb 2005; 50 (1):32.

Rapid change in the healthcare environment has pressured healthcare organizations, health management professional associations, and educational institutions to begin examining more carefully what it means to be a fully competent healthcare executive. As a result, interest in healthcare management core competencies has increased. Most competency initiatives are based on literature reviews and consensus-building efforts. Typically, such efforts in healthcare management have involved defining general competency domains and attempting to specify

representative behavioral exemplars that demonstrate mastery of the general competency domain. This study describes an approach that used a purposeful sample of ACHE affiliates who represent different geographic regions and health industry segments to construct a framework composed of critical healthcare issue clusters. A panel of healthcare executives then specified five sets of entry-level behavioral competencies that would be required to address the clusters of critical issues.

Stern S. forever changing. Management Today Feb 2005: 40.

Summers L. Integrated pay for performance: The high-tech marriage of compensation Management and Performance Management. Compensation and Benefits Review Jan/Feb 2005; 37 (1): 18.

White E. New recipe: To keep employees, Domino's decides it's not all about pay; pizza chain attacks turnover by focusing on managers; Mr. Rivas keeps his cool; funny glasses and a pet fish. Wall Street Journal Feb 17, 2005:A.1.